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On the
Firing Line—
for Maine

On the Firing Line— for Maine



A Field Worker's Handbook of Suggestion for
Use in Soliciting Subscriptions for the
\$500,000 Gymnasium-Armory Memo-
rial to the Forty-One Maine Men
Who Gave Their Lives in
the World War.

Published by the UNIVERSITY OF MAINE
MEMORIAL FUND COMMITTEE,
Bangor, February 1923.

On the Firing Line—for Maine

University of Maine Memorial Fund Committee

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Bangor

PHIL R. HUSSEY, '12, *Assistant Director*,
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Alumni Association*, New York City

HARRY E. SUTTON, '09, *Chairman Executive
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JOHN M. OAK, '73, Bangor

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GEORGE E. THOMPSON, '91, Bangor

HOSEA B. BUCK, '93, Bangor

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Maine.

Half a Million for a Gymnasium-Armory

The Scope of This Handbook

This is a handbook of method and suggestion for the guidance of the men and women who are to make the actual contact by personal interviews in soliciting subscriptions for the Gymnasium-Armory Memorial. It should be read faithfully. The suggestions represent the teachings of successful experience in such work and assure a consistent presentation of the cause by all field workers at all times.

The Objective and the Reason

The raising of \$500,000 by subscription from the alumni, alumnae, former students and friends of the University of Maine for the purpose of erecting a Gymnasium-Armory as a memorial to the 41 University of Maine men who gave their lives in the World War is the objective.

This objective was agreed upon at a meeting of the Alumni Council at Orono, Sunday, November 19, 1922, at the joint suggestion of Dr. Clarence C. Little, president of the University, Col. Frederick H. Strickland, president of the Board of Trustees, and Hosea B. Buck '93, alumni member of the Board of Trustees, that the time had arrived for the raising of funds for the war memorial, long under consideration by the alumni,

On the Firing Line—for Maine

and that the type of building best suited to glorify and emulate the service given to the country by these Maine men was a Gymnasium-Armory.

The Plan

The responsibility of planning for and raising the fund of \$500,000 rests upon a General Committee, William McC. Sawyer '01, Director, appointed by Allen W. Stephens '99, president of the General Alumni Association. The country has been divided into Regional Areas for the purpose of carrying on a personal solicitation, where possible, with each living alumnus, alumna, former student, and known friend of the University.

Field workers under the supervision of Regional Chairmen, who in turn are responsible to the General Committee, form the nucleus of the soliciting organization. No outside agencies have been hired to direct the campaign. By the use of many publicity mediums a thorough presentation of the need for the memorial will be presented.

Although the plan outlined here and enlarged upon in the succeeding pages represents the successful experience of similar campaigns, it is possible that it can be improved. However that may be, the plan has

Half a Million for a Gymnasium-Armory

been made after faithful study, the preliminaries accomplished after much labor, cheerfully contributed, and under this approved method we are soon to be nationally at work, to do the job the country over, all at the same time. It is necessary that all workers accept the plan as it is and "gear in" to produce results, as if the mechanism was letter perfect.

The Period of Solicitation

As the result of four and one-half months of painstaking preparation by the General Committee and the Alumni Office, the campaign will be ready to launch Monday morning, April 2, 1923. It is hoped that by intensive effort from then until Alumni Day, June 9, 1923, a period of ten weeks, that the objective will be reached and that ground can be broken at that time for the building.

Information on the Prospect

The General Committee, with the co-operation of the Alumni Office, has prepared a prospect assignment card which gives the following information, where it is known:

Name

Occupation

Address

Class

On the Firing Line—for Maine

Fraternity (if any)

College course

Affiliation with other college (if any)

Paid member General Alumni Association

Amount prospect should give to Memorial Fund

Miscellaneous information such as hobbies, interests at the University, college activities when an undergraduate, best method of approach, etc.

By the tactful use of the information on these cards it is expected that each field worker will be guided in the analysis of his assigned prospect and thereby helped in securing a subscription.

Your Own Frame of Mind

Some Hints to Help You

Read all the literature thoroughly and then do some thinking.

Convince yourself by making your subscription. Make it so generous that you can put real pep into your appeal to others. Then use the "introduction card" which records the fact that you have already made your subscription, that you are a worker giving your time without remuneration for the Memorial Fund.

Rid your mind of the idea that you are begging. You are giving the man or woman

Half a Million for a Gymnasium-Armory

you approach a chance to do a big thing for himself or herself and the University. You are not a suppliant. You are a champion. Work with a smile. Remember you are asking nothing for yourself.

Do not fall into the error of believing that "people are tired of giving." Do not let anyone tell you that "this is a bad time for such a movement." Of course, this does not mean that you should be controversial in the face of pessimism. But this time is just as good as any other, and it is our time. Furthermore, the habit of giving to worthy causes is firmly established, and no cause fully worthy of support, properly organized and properly presented, has failed of support, or will fail.

We have to extract from ourselves and from each other the full measure of service in this effort. The work of actual contact presentation must be done. You are an element of the organization which has been formed and every such element must fulfill its own function in the machine or the work will not be properly accomplished.

Work, work, work until you have a perfectly clear conscience. The men who are really busiest are those who have time to take on something more—especially for their college.

On the Firing Line—for Maine

Making the Call

Think over your interview in advance.

Don't go alone. Take another field worker with you. It is too easy for one man to get a negative. It is better for a committee to include an older and a younger man. They will contribute different elements to the appeal.

Do not use the telephone merely because it will enable you to run thru your list of prospects a little faster. By so doing you make it easy for the man to refuse, and even if he is willing to give, his subscription will be small.

Arrange to see, as soon as possible, these prospects whose assignment cards are given you. There is a psychological advantage to being "Johnnie-on-the-Spot."

Do not approach anyone unless you have received a prospect assignment card bearing his name. This saves the prospective giver from annoyance and prevents the workers from wasting energy.

Use the introduction card. It labels you as a subscriber and a worker.

Don't do all the talking yourself and don't open your talk by asking for a subscription. Your prospective giver may want to talk over old times. Let him do it.

Half a Million for a Gymnasium-Armory

To tell your story intelligently you must know it. Facts are your ammunition. Have them ready for rapid gunnery.

Keep your pledge card in your possession until the prospect is ready to sign it. Experience shows that leaving pledge cards to be signed results in failure.

Every good prospect is worth a second or third call, so don't let him give you a positive refusal on your first visit. If you must make a second call, don't let *him* ask you to come back a second time.

If you cannot find a man on your list at the address given, track him down. It may mean a thousand dollar subscription. Note any change of address and report it immediately to your Regional Chairman. If all efforts fail to locate him give all possible information on his card and return it. Out of this campaign we want to bring the most accurate alumni list that we have ever had.

When your prospect has given he is a worker. Get him to help you sell your next prospect.

Your Selling Arguments

Study your prospect by means of the facts on the prospect assignment card. Get additional information if you can. Visualize your prospect.

On the Firing Line—for Maine

Having done this, review the material contained in the series of advertising talks prepared for the Maine newspapers (complete set will be placed in your hands), think over again Tom Dreier's booklet "Putting New Ideas Into a State University"—and with this background study the booklet on "The Gymnasium-Armory." From these pieces of publicity matter you are ready to build those arguments which will convince the prospect whom you have visualized.

The following general selling points are suggestive only. They may be helpful also.

For the prospect interested in physical training for boys—The Gymnasium-Armory will give every boy regular exercise during the 4 years. Every college attempts to train the mind. Few really develop the body. Right living and right thinking come as the result of a clean, healthy body. In the present gymnasium only a *portion* of the student body can take *even* the old routine of setting up gymnastics. In the proposed building the *whole* student body can get the benefit of the new program of physical education which is based on competitive play.

For the prospect interested in physical training for girls—The erection of the new building will release the present gymnasium in Alumni Hall for the entire use of girls.

Half a Million for a Gymnasium-Armory

Plenty of space will be afforded. The new type of physical training for girls, where they are taught to play, can here be developed. Maine can then turn out young women better fitted for teaching, for the rigors of motherhood, and for the exactions of business or professional pursuits.

*For the prospect interested in athletics—*Remind him of the feeling of pride which the winning of an athletic contest arouses in him. Maine's share of victories can be increased by the erection of a new Gymnasium-Armory. Why? Because the handicaps of a rigid northern New England climate can be eliminated. When this is done better trained teams will go forth to represent the University.

Call to his attention that the baseball team often starts on its spring trip thru New England without a single day's practice on a diamond; that the track team candidates are confined to the board track in preparation for the early cinder track meets; that the relay team when it competes with Bowdoin at the B. A. A. relays is at an unfair disadvantage, Bowdoin having trained under shelter and Maine outdoors in zero weather on a slippery track; and that the football men cannot now have practice in rainy weather, and that when laboratory engineer-

On the Firing Line—for Maine

ing courses delay the start of practice until 3:30 P. M. and there remain only 1½ hours of daylight a handicap is again present which could be removed by the use of the dirt playing field of the proposed building where early or late practice could be carried on regardless of weather conditions.

For the prospect interested in military education—The experience of the World War taught the value of military training. The government has increased the personnel of the Regular Army instructing staff at the University until it includes a major, two captains, one first lieutenant, a warrant officer, and two sergeants. \$55,000 worth of equipment is loaned the University. Most courses are given in hopelessly inferior quarters. The military headquarters are in one of the old laboratories in the basement of Coburn Hall. In rainy weather less than half the battalion can drill on the present gym floor. The present rifle range is in a wooden garage building ordinarily filled with autos and farm machinery. All of these handicaps will be removed when recitation rooms, offices, a gallery rifle range of standard size, and a dirt drill floor are provided as proposed in the new building.

For the prospect interested in a War Memorial—The best is none too good for

Half a Million for a Gymnasium-Armory

the 41 Maine men who died in the service of their country. Four years have elapsed since the 1700 who were in the service have doffed their uniforms and until now no memorial has been planned. Only the efforts of an undergraduate group of overseas men who formed a post on the campus of the Veterans of Foreign Wars in honor of Maine's great track athlete, Charles A. Rice, '17, have resulted in activity. Funds for the memorial tablet have already been raised by them. The sacrifice of the Forty-One demands a like sacrifice on our part.

For the prospect interested in the general betterment of the University—A generous response in the Memorial Fund Campaign resulting in the immediate erection of the finest type of a Gymnasium-Armory by the alumni will attract the attention, not only of the people of the state, but those people all over the country who are interested in college life and training. A memorial gift of this magnitude will stimulate other gifts, private in nature. Many other fine buildings will result. The effect on the conservative Maine legislature will be at once apparent. The gift will be the greatest source of inspiration to President Little who also is attempting a difficult yet worth-while program of development for the University.

On the Firing Line—for Maine

The gift will stimulate the faculty and the student body into a realization of the loyalty of those who have gone out of the institution. The gift will make each donor a booster for the college.

By the intelligent presentation of the above or similar arguments you can appeal to a man's loyalty. However, before you can thoroughly sell him you will probably arouse certain objections or excuses and bring forth certain questions which must be answered.

Answering Questions, Excuses and Objections

If your prospect is not apathetic, you may arouse in his mind one or more objections against giving. In meeting them depends the whole success of your mission. If you fail to meet an objection properly the interview is taken out of your hands. You are put on the defensive and only extraordinary skill will save you.

If your prospect is averse to giving generously or even at all he will offer excuses. Be on the lookout for them. Have your answers ready.

If you have interested your prospect, but not quite sold him, he will ask questions. A ready answer delivered convincingly will

Half a Million for a Gymnasium-Armory

turn the interview in your favor.

Many of the questions printed below have already been asked. The answers in response are outlined.

Why should I give to Maine?

Because she is your college. You should have pride and feel responsibility to see that she has as good buildings and equipment as other state universities.

I am not a member of the Alumni Association. Why should I give?

But you are a member of the Alumni Association because at the time your class graduated, you, whether you received your degree or whether you had only been in attendance one full semester, automatically became a member. You may not be a paid member of the Association it is true, because your interest and loyalty until now have not been aroused.

The University has a deficit. Why not put money into that?

If the alumni were responsible for incurring the deficit it would be just that they be called upon to wipe it out. The deficit is the problem of the state which has failed to contribute sufficient funds for maintenance in the past to carry the load. This responsibility was recognized in prin-

On the Firing Line—for Maine

ciple when the 80th Legislature in 1921 appropriated \$45,000 toward the reduction of the deficit. Furthermore, if the alumni were to contribute funds to wipe out the deficit the War Memorial nature of the proposed gift to the University would be lost.

Why can't the state appropriate money for this building?

The state can, if the legislature sees fit to grant the expenditure. But there are so many other buildings which the state always assumes the responsibility for, that it would be impracticable to ask for such a building now. The University has asked this year for several units for girls' dormitories, a dairy building, and an Arts & Science building. On the other hand, a campaign from the alumni for any of the buildings just mentioned would not receive the general support which a combined Gymnasium-Armory as a war memorial is bound to receive because of the greater general interest in the activities for which this latter building stands.

Will any of the money contributed be used for campaign expenses?

The general committee is financing the expenses of the campaign by loans guar-

Half a Million for a Gymnasium-Armory

anteed by endorsement of individual alumni. When the fund is raised it will be assessed for an amount necessary to cover the campaign expense.

Inasmuch as the students are to derive the benefits from the building, are they being asked to contribute?

Yes. A definite quota has been assigned the student body. Each student will be asked to contribute what he can and to pledge the balance in convenient payments after graduation.

Are any commissions or percentages on contributions to the fund to be paid to anyone?

No. No outside directing agency has been employed nor are any of the solicitors working on pay.

If I give, will the amount of my subscription be published opposite my name?

To encourage others for the good of the cause it is hoped all donors will allow the amount given to be published opposite their name. However, if you insist that your gift be anonymous we will promise that your name will be omitted.

You are certain to meet some of the following objections. Be sure that you have the answers at your tongue's end.

On the Firing Line—for Maine

I don't believe in contributing to any memorial which will promote militarism.

The University of Maine must include "military tactics" in its curricula by virtue of the acceptance of the Morrill Act by the State in 1863. Since the doors of the college were first opened and so long as the University shall continue under its present charter military training must be taught. Being committed to military education it is only just that the military department be given equal opportunity with other departments to function in the life of the University.

The aim of the military instruction and drill is not to make militarists of each male student. Rather is each boy taught those qualities of discipline, obedience, observation, responsibility, and leadership which are agreed by everyone to be necessary in training for citizenship. The University is not an armed training camp.

If you don't believe in contributing to the military nature of the building, you surely won't refuse to consider your gift as a contribution to the gymnasium feature. It is within your power to assist in moulding healthier boys and girls at the University. I know that we can count on you.

Half a Million for a Gymnasium-Armory

I don't believe in a Gymnasium-Armory for a War Memorial.

It is to be expected that each one of us has individual prejudices. Here's an opportunity for us, if we are as loyal as we claim to be, to "gear in" and boost for a given objective even altho it might not have been our choice. The Alumni Council, you know, determined this building to be the type best suited for the war memorial on the urgent recommendation of President, President Strickland of the Board of Trustees, and Alumni Trustee Buck. Furthermore, if you believe that a union building, a chapel, or some such building should be the memorial let me tell you that the University authorities already are making plans, so we understand, for the financing of these buildings in other ways which they have not made public.

I have given to drives until I am tired of giving.

By these gifts you are identified as a public spirited man—a patriot. Is there any more patriotic and loyal service than to aid your own college? Besides has not your *own* college at least as good a right to a gift liberally and generously made as have many other organizations which have appealed to you?

On the Firing Line—for Maine

Times are hard, I can't afford to give.

It is easy to think of reasons why we should not support this campaign or any other. If all of us took this attitude where would we be? When times are hard, you don't give up your efforts to make your business more profitable. On the contrary, you work the harder. We must do the same in this campaign. Make perhaps a greater sacrifice for Maine. The five year pledge is for those of us who feel that we can't afford to make our contribution in one payment.

I don't believe in signing a pledge for future payments.

In the first place you are loyal enough to want to do as much as other men in your circumstances. You admit you can't afford a cash payment now. Is there any way that you can really be generous with your University? Do you carry insurance? Yes. You are not averse to pledging future payments for the good of your beneficiary. Then why be averse to pledging future payments for the good of your University? You have faith in your ability to succeed in the future as you are now? Yes. Then surely you are not afraid of being unable to meet your pledge to the memorial as it comes due. Furthermore,

Half a Million for a Gymnasium-Armory

the pledge contains this clause, "with the understanding that in case of my death or permanent disability, I, or my estate, shall be released from the unpaid part of this pledge."

I'm not interested in the proposition.

If you were back on the campus again as a student you would be interested, and vitally so. Thru no fault of your own the passage of years has brought other interests into your life. Now, I'm here to awaken a spark of that interest and loyalty which you had when you were a student. Won't you listen to my story?

I'm too busy.

So am I. I will take only a few moments of your time. My business is important, so if you can't see me now I will be glad to make an appointment with you.

I will think it over.

You will get occupied with other things and neglect to think of this. Now is the best time to think, while we are discussing the subject.

The Crucial Closing Point

The point which requires the greatest skill in your interview with a prospective giver,

On the Firing Line—for Maine

is the point where he has decided to give and is about to fix on the amount.

Be sure that you have determined beforehand the sum he ought to be able to give, and when the crucial moment arrives, when he is about to fill out his check, make a suggestion:

“Can I put you down for \$5000?” or some other sum that is somewhat more than you expect him to give. While he may not go so high, it may cause him to raise the amount he originally intended.

If he names an amount which you consider altogether too low for his ability to give, suggest that this amount be an annual payment for five years.

Above all see that your prospect gives something. Your enthusiasm and determination will measure the amount of that “something.”

How Much to Give

The really vital part of your interview with a prospect whom you have interested in the campaign is in guiding him into the proper scale of giving. In the first issue of *The Bricklayer*, the weekly campaign bulletin, copies of which will be mailed to each prospect before you interview him, will be printed an analysis of the theory under

Half a Million for a Gymnasium-Armory

which the size of gifts may be suggested. It is not wise, however, to suggest to the prospect the exact per capita contribution which would produce the total for the Memorial Fund. The danger is that this per capita might be too easily applied by some who should give a great deal more.

You will often be asked, "How much are those similarly situated giving?" Answers should be made with great care to avoid offense or either to under-suggest or to ask unduly. Should such a direct question be asked, the matter may often be handled thus:

"We realize that no one but yourself knows your own resources, or your obligations, nor is there anything in the nature of an assessment in any suggestion that may be made. We realize that every Maine man wants to do his share in this cause, neither less than those in like circumstances nor improperly overburdening himself by his pledge.

"We shall never accomplish what we have undertaken unless we have the contributions from those who can give in large sums, as well as those of limited resources. We shall have to receive gifts from those who think in terms of tens of thousands and in thousands, as well as in hundreds before we finish. But if the Maine impulse is the

On the Firing Line—for Maine

same, the gift is appreciated equally, when the man does the best he can.

“No Maine man is going to criticise another who does the best he can. Others who seem to us to be in similar circumstances, for instance, are pledging between \$100 and \$500 (or with some other figure adopted as an example) as their annual gift for the five-year period. We hope that you will think it right to go to the higher level in that range, instead of stopping near the lower level. If you can go up into the next group, we shall be mighty glad to be told that we made a mistake.”

Of course, the suggested figures are to be modified in each instance by the circumstances of the individual. There is no danger of giving offense by suggestions in this form, even if proffered to one who has not asked the question.

Above all, make your prospect realize that this is not a “small change” campaign.

Terms and Forms of Contribution

Contributions to the Memorial Fund may be made in the form of cash or Liberty Bonds at par or market whichever is highest, or standard interest-bearing and dividend paying securities, acceptable to your committee, or by a pledge to pay a specified amount be-

Half a Million for a Gymnasium-Armory

fore a stipulated time, or in installments at fixed intervals until the total is paid. The plan provides for payments through a period of five years. The pledge blank, which will be placed in your hands as a part of your necessary supplies, contains the preferable options clearly stated.

The purpose of the five-year period is to make giving comparatively easy. In every contact with a prospect the five-year program should be emphasized, with a view to urging maximum subscriptions under that plan.

Remind your prospect that there is a 15 per cent Federal income tax deduction for all contributions to the Memorial Fund, together with gifts to the Red Cross and other charitable organizations, up to 15 per cent of his taxable net income.

The University does not wish, nor does the General Committee wish to urge pledges upon the alumni beyond the reasonable gifts which the individual can afford to make. The spirit of the prospect is fully trusted to be his guide to giving, after all the circumstances are made clear to him. It is of extreme importance, however, that every prospect should give something, and give to the point which he, himself, knows to be generous. When he has done that, he has done all that anyone wishes to ask of him.

On the Firing Line—for Maine

In dealing with the problem of pledges from the younger alumni, it is fair to bring forward this thought: The present scale of earnings of the man who is just out of college, within the last few years, is not the measure which should govern his annual pledge for a five-year period. Presumably his income will advance steadily during those years. If he promises only what will be easy in 1923, he will be giving far below his ability in 1928. A fair thing to do would be to pledge as an annual payment an amount which may represent some actual sacrifice in 1923, but likely to be paid with increasing ease annually thereafter.

The Forms and How to Use Them

Your Regional Chairman will hand you the following:

1. Your introduction and identification card.
2. A set of field worker's prospect assignment cards, blue in color.
3. A book of report blanks.
4. A book of subscription and pledge blanks.

The Introduction and Identification Card.

By all means use this card when you approach your prospect. It identifies you as a

Half a Million for a Gymnasium-Armory

subscriber and a voluntary worker. See that it is signed by the Campaign Director, your Regional Chairman and countersigned by you in the margin.

Your Set of Field Worker's Prospect Assignment Cards.

These cards give you the authority to solicit the prospects whose names are recorded thereon. When you have completed your work on the prospect, and either landed his subscription, or given him up as a "dead one," or failed to locate or trace him, return the card with the report sheets described below to your Regional Chairman. You are not to make any entries on this card. Report blanks are furnished for this purpose.

Your Report Blanks (Form A).

These are in triplicate and should be filled out each time you make a call on a prospect. The white (original) sheet and the salmon colored carbon should be filled in and sent *promptly* to the Regional Chairman at the conclusion of each interview. The blue carbon sheets are to be retained by the field worker until work on the prospect has been completed, and then attached to the prospect assignment card, and returned to the Regional Chairman.

On the Firing Line—for Maine

Your Subscription and Pledge Blanks.

The upper half, or subscription blank, is for the worker to fill in for the donor to sign and is to be forwarded with cash payments (if any) to the Regional Chairman. The lower half, or receipt blank, is to be filled in by the worker to exactly correspond with the subscription blank above, and given to the donor as a receipt and memorandum of any payments due.

In Conclusion

The University of Maine Memorial Fund for a Gymnasium-Armory will be a failure, however much money may be raised, unless the entire body of alumni participate in it, as an evidence of their devotion to the institution. Men of small means can give more cheerfully, to the point of sacrifice, when they know that the other fellows of greater prosperity are doing the same, and the latter can put their hearts and their pocket-books into service the more generously when they see that this represents the spirit of Maine men everywhere.

Thank You—for Maine

Do not think anyone unmindful of the difficulties you confront in undertaking this work, the sacrifice of your time and the

Half a Million for a Gymnasium-Armory

way in which it interferes with your personal affairs. The committee knows all about such things. We appreciate all you are doing and all you are going to do. We, too, are busy. We, too, find it distasteful to put work onto our friends and ask them for money. But the cause is our justification. Maine is our justification. The imperative need is our justification. We are in this to see it through, and you are a part of "we." The job has to be done and this is the time and the way to do it. The success of the campaign now depends upon you.

We Know You Will—

*Get It
for
Maine!*

